



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-3

DISTRIBUTION: A, B, C, J, S

CJCSI 3401.01B CH-1

19 June 2000

## CHAIRMAN'S READINESS SYSTEM

References: See Enclosure H.

1. Purpose. This instruction establishes uniform policy and procedures for assessing and reporting the current readiness of the Armed Forces of the United States in the Joint Monthly Readiness Review (JMRR).

2. Cancellation. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3401.01A, 15 October 1996, is canceled.

3. Applicability. This instruction applies to the Joint Staff (JS), Services, combatant commands, and the following DOD combat support agencies (CSAs): DIA, DISA, DLA, National Imagery and Mapping Agency (NIMA), National Security Agency (NSA), and Defense Threat Reduction Agency (DTRA).

### 4. Policy

a. Title 10, United States Code (USC), directs the Chairman of the Joint Chiefs of Staff (hereafter referred to as Chairman) to advise the Secretary of Defense on critical deficiencies and strengths in force capabilities identified during the preparation and review of contingency plans (reference a, section 153 (a)(3)(c)). The statute further requires the Chairman to establish, after consultation with the CINCs, a uniform system for evaluating the preparedness of each combatant command to carry out assigned missions (reference a, section 153(a)(3)(d)) and a uniform system for reporting on the readiness and responsiveness of the CSAs to perform with respect to a war or threat to national security (reference a, sections 193 (a) and (c)).

b. The authority for assessing and reporting readiness of the Armed Forces parallels the clearly defined areas of readiness found in the definition of readiness (see Glossary). Services assess and report on unit readiness, and CINCs assess and report on joint readiness. Reference a

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(section 167(e)(3)) outlines USCINCSOC responsibilities for the combat readiness, funding, and training of special operations forces (SOF). This unique statutory mandate fully supports the USSOCOM presentation on both unit and joint readiness for SOF.

c. The CSAs assess and report their combat support readiness. The CINC, Service, and CSA JMRR reports provide the Chairman the information necessary to fulfill his requirements as established in reference a.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure B.

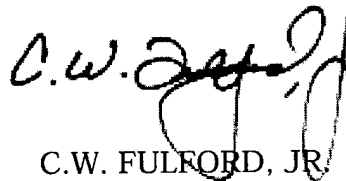
7. Report Requirements. Reports required by this instruction are exempt from normal reporting procedures in accordance with DOD 8910.01M, reference d.

8. Summary of Changes. This instruction incorporates major revisions to the JMRR process implemented during 1998.

9. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (including the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page—[http://www.dtic.mil/doctrine/jel/cjcsd/cjcsi/3401\\_01b.pdf](http://www.dtic.mil/doctrine/jel/cjcsd/cjcsi/3401_01b.pdf). Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

10. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff



C.W. FULFORD, JR.  
Lieutenant General, U.S. Marine Corps  
Director, Joint Staff

Enclosures:

- A -- Introduction
- B -- Responsibilities
- C -- Joint Monthly Readiness Review Procedures
- D -- Full JMRR Report Preparation
- E -- Addressing Readiness Deficiencies--The Feedback JMRR
- F -- Semiannual Deficiency Review
- G -- JMRR Report Format
- H -- References
- GL -- Glossary

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# CHAIRMAN OF THE JOINT CHIEFS OF STAFF NOTICE

J-3

DISTRIBUTION: A, B, C, J, S

CJCSI 3401.01B CH-1

19 June 2000

## CHANGE 1 TO CJCS INSTRUCTION 3401.01B

1. Holders of CJCSI 3401.01B, 1 July 1999, "CHAIRMAN'S READINESS SYSTEM," are requested to make the following changes:

a. Pen-And-Ink Changes

Change "USACOM" to "USJFCOM" where occurring. Write "CH-1" in the right margin by the changes.

b. Page Substitutions

Remove Pages

1 and 2  
A-1 and A-2  
B-3 and B-4  
D-3 thru D-10  
E-3 and E-4  
G-3 thru G-6  
GL-1 and GL-2

Add Pages

1 and 2  
A-1 and A-2  
B-3 and B-4  
D-3 thru D-10  
E-3 and E-4  
G-3 thru G-6  
GL-1 and GL-2

2. Summary of the changes is as follows:

a. Adds Defense Threat Reduction Agency (DTRA) as a reporting CSA (pages 1, D-8, G-4, and GL-1).

b. Specifies JMRR security classification limits (A-2).

c. Clarifies link between JMRR deficiencies and J-8 staffing and possible subsequent JWCA study (B-3, B-4, and E-3).

d. Adds additional Service reporting requirements in the areas of prepositioned stocks, crew readiness, and sustainment (D-3).

e. Clarifies requirement for supporting CINC and CSA to assess impact on conduct of other assigned missions for 1st MTW only (D-9).

3. When the prescribed action has been taken, this transmittal should be filed behind the record of changes page in the basic document.

Enclosures:

- A -- New pages 1 and 2
- B -- New pages A-1 and A-2
- C -- New pages B-3 and B-4
- D -- New pages D-3 thru D-10
- E -- New pages E-3 and E-4
- F -- New pages G-3 thru G-6
- G -- New pages GL-1 and GL-2



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| Defense Threat Reduction Agency .....                        | 2             |
| Director, Program Analysis and Evaluation, OSD .....         | 2             |
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| Director, Joint Interoperability Test Center .....           | 1             |

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ENCLOSURE A

INTRODUCTION

1. Purpose. This instruction provides CJCS policy for the standardized presentation of unit, joint, and CSA current readiness assessments in the JMRR. (See Glossary for nonstandard terms associated with the JMRR).

2. Scope. The Chairman's Readiness System is designed to provide the DOD leadership a current, macro-level assessment of the military's readiness to execute the National Military Strategy (NMS) as assessed by the CINCs, Services, and CSAs. The assessment is presented to the Vice Chairman of the Joint Chiefs of Staff (hereafter referred to as Vice Chairman) and Service OpsDepts in a briefing presented by the Services/USSOCOM, and the JS.

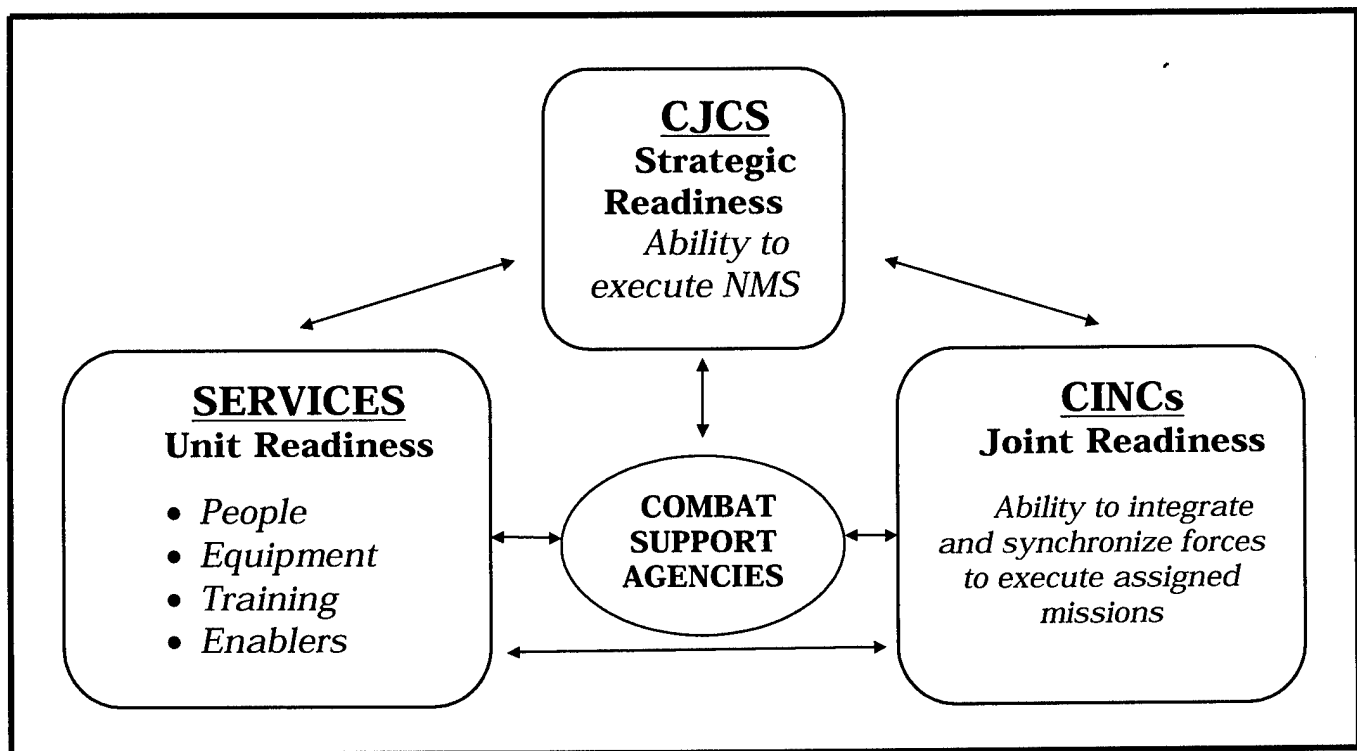


Figure A-1. Readiness Assessment

3. General

a. The Chairman's Readiness System is oriented towards a current assessment of the military's readiness to fight and to meet the demands of the full range of the NMS. The focus is on near-term operational issues, not the long-term requirements process or modernization. Long-term readiness and modernization issues are addressed via the Joint Warfighting Capabilities Assessment (JWCA) process or by the Joint Requirements Oversight Council (JROC). The JMRR is a cyclical process involving four forums. These assessment forums are described in Enclosure C.

b. JMRR assessments provide the foundation for subsequent presentations to the Senior Readiness Oversight Council (SROC).

4. Release of JMRR Reports. JMRR reports are defined as military capability information governed by CJCSI 5714.01 (reference f). An individual report from the Services, CSAs, or CINCs is considered military capability information and must be referred to the originator for release determination. A JMRR report with actual assessments relating to a specific functional area, CINC, or unit will be classified SECRET. References to JSCP or OPLAN timelines, planning guidance, assumptions, or host-nation strengths or deficiencies should also be classified SECRET. JMRR deficiency titles will be classified SECRET. The JS consolidated JMRR reports are considered military capability information and must be referred to the JS, Director for Operations (J-3), for release determination. Information classified above SECRET or in special categories will not be included in the JMRR process.

5. Changes to this Policy. All recommended changes to the JMRR process or this instruction must be submitted to the JS, J-3, for coordination with the CINCs, Services, CSAs, and the JS. The Chairman must approve significant changes.

Enclosure A

ENCLOSURE B

RESPONSIBILITIES

1. General. The Services, CINCs, CSAs, and the directors of JS directorates will perform the following tasks:
  - a. Provide a point of contact (POC) to the J-3 Readiness Division to coordinate JMRR preparation.
  - b. Assist in preparation of a collaborative JMRR Feedback report that addresses respective CINC readiness deficiencies and concerns raised within the JMRR.
2. Vice Chairman of the Joint Chiefs of Staff. The Vice Chairman will chair the JMRR.
3. Services/USSOCOM. Normally, OpsDepts will represent the Services, and the Special Operations, Operations Plans and Policy (SOOP) will represent USSOCOM at the JMRR. The Services/USSOCOM will assess, and the OpsDepts and USSOCOM-SOOP will report Service/USSOCOM readiness at the JMRR in accordance with Enclosure D.
4. CINCs. The CINCs will assess and report joint readiness to the JS, J-3, in accordance with Enclosure D. CINC assessments should include deficiencies in the interoperability of the Joint Force and specific comments on the responsiveness and adequacy of support by the CSAs. The USSOCOM SOOP will brief USSOCOM readiness at the Full JMRR.
5. Combat Support Agencies. The CSAs will assess and report agency readiness to the JS, J-3, in accordance with Enclosure D. CSAs will provide assessments in applicable joint readiness functional areas. CSA assessments will include specific comments on their readiness and responsiveness to support CINCs. CSAs should assist CINC staffs in assessing readiness of functional areas in which the agency has specific expertise. In addition, CSA directors should provide their narrative overall assessment of their agency's ability to support the CINCs.
6. Director, Joint Staff. The DJS, will assign a specific JS directorate to work new CINC and CSA current readiness deficiencies. The DJS will nominate appropriate deficiencies that require programmatic action for JWCA study. These are coded RED deficiencies. The DJS, with the coordination of the reporting CINC or CSA, will close corrected deficiencies.

Enclosure B

1 July 1999

7. Joint Staff. The JS is the focal point of the JMRR process. In general, the JS directorates will analyze joint readiness reports from the CINCs and CSAs, prepare the functional area assessments for presentation at the Full JMRR, report the status of the resolution of readiness deficiencies in a quarterly Feedback JMRR session, and update the status of assigned deficiencies during the Semiannual Deficiency Review (SDR). Specific JS directorate responsibilities are as follows:

a. Office of Primary Responsibility. Normally, a joint readiness functional area OPR is assigned to JS directorates as depicted in Table B-1. When required, an OPR may be assigned outside the functional area. The JS OPR will perform the following tasks:

- (1) Prepare the joint readiness slides used during the Full JMRR video teleconference (VTC) with the CINC staffs.
- (2) Monitor and brief the status of actions being taken to address current readiness deficiencies at the Feedback JMRR in accordance with Enclosure E.
- (3) Input data-base information into the JS readiness deficiency database (DDB). JS OPRs are responsible for updating the status of the deficiencies in the database. (Exception: J-38 will enter deficiency category and status codes.)
- (4) Update and brief status of assigned deficiencies during the SDR.
- (5) Assess readiness issues for JWCA study consideration.
- (6) Provide staff closure of deficiencies upon concurrence of the reporting CINC and CSA.
- (7) If assigned outside the functional area, the OPR will coordinate with the functional area OPR to ensure the deficiency is included in the appropriate functional area briefing.

Enclosure B

| <b>FUNCTIONAL AREA</b>                   | <b>JOINT STAFF<br/>OPR</b> |
|--|----------------------------|
| <b>Overall JMRR Responsibility</b>       | <b>J-3/Readiness</b>       |
| Joint Personnel                          | J-1                        |
| Intelligence/Surveillance/Reconnaissance | J-2                        |
| Special Operations                       | J-3/SOD                    |
| Mobility                                 | J-4                        |
| Logistics/Sustainment                    | J-4                        |
| Infrastructure                           | J-4                        |
| Command/Control/Communications/Computers | J-6                        |
| Joint War Planning and Training          | J-7                        |

Table B-1. Joint Staff Office of Primary Responsibility

b. Director for Operations, J-3

- (1) Brief the joint readiness status at the Full JMRR.
- (2) Coordinate and publish the JMRR schedule.
- (3) Coordinate and publish a JMRR scenario guidance message approximately 60 days prior to the Full JMRR.
- (4) Consolidate a list of new CINC and CSA current readiness deficiencies after each Full JMRR. Draft the DJS memorandum assigning responsibility for monitoring the status of actions to address JMRR deficiencies to the appropriate JS directorate.
- (5) Coordinate with cognizant JS directorates to identify deficiencies requiring new or additional programmatic action that may benefit from consideration by the JROC process (study, CPA/CPR language). Draft the DJS memorandum that nominates these deficiencies to J-8 for JROC consideration. For each deficiency, prepare a baseline description that accurately describes the deficiency and requested action.
- (6) Manage the JMRR DDB.
- (7) Draft a Chairman's "personal for" message to the CINCs, Services, and directors of CSAs that summarizes results of each quarterly JMRR cycle as briefed to the SROC.

Enclosure B

c. Director, Force Structure, Resources, and Assessment Directorate, J-8

- (1) Review deficiencies nominated by the DJS that require new or additional programmatic action for JROC consideration.
- (2) Notify DJS, via JROC memorandum (JROCM), of JROC decision to study nominated deficiencies and final JROC disposition of JMRR deficiencies that have completed JWCA study.
- (3) Assist JS directorates in tracking the status of readiness deficiencies in JWCA study.
- (4) Provide fiscal analysis support on specific JMRR issues. The program/budget review process is another means by which JMRR deficiency funding may be addressed.
- (5) Brief contingency funding status at each Feedback JMRR.
- (6) When directed by the Chairman, conduct short turn-around JS internal assessments of projected operation impacts on a major theater war (MTW).



ENCLOSURE C

JOINT MONTHLY READINESS REVIEW PROCEDURES

1. Types of Reviews. The JMRR is conducted in one of the following forums:

a. Full JMRR. The Full JMRR is the quarterly forum for Service, CINC, and CSA readiness *reporting*. It is a snapshot of current readiness. Also, when directed by the Chairman, a full JMRR may be conducted on short notice to assess readiness implications of a potential or ongoing militarily significant event. The Full JMRR is normally conducted the first month of each quarter.

b. By-Exception JMRR. This review is conducted during months in which no Full JMRR is scheduled. Services, CINCs, and CSAs will report to J-3 any significant changes in readiness since the last Full JMRR. Focus should be on degradations or improvements in readiness in the current or plus 12-month assessment areas. Negative reports are required. Telephonic reports are acceptable for no changes.

c. Feedback JMRR. This brief covers the status of actions to address significant readiness deficiencies and concerns raised by the CINCs, CSAs, and Services during Full and By-Exception JMRRs. This brief is normally two months after the Full JMRR.

d. JMRR Deficiency Review. Conducted by the Director, J-3, and briefed by the J-codes in collaboration with the CINCs, CSAs, and Services, this semiannual review updates the status and validates the categorization of all deficiencies in the JMRR database. It is normally conducted in February and August.

2. Schedule. The JMRR will be scheduled near the end of each month. When feasible, Full JMRRs will be held in January, April, July, and October. Feedback JMRRs will be held in March, June, September, and December.

3. Attendees

a. Vice Chairman. The Vice Chairman chairs and serves as the approval authority for both the Full JMRR and Feedback JMRR forums. His decisions are made in consultation with the Services.

Enclosure C

- b. Services/USSOCOM. The OpsDeps and SOOP are the senior representatives for the Services and USSOCOM, respectively. The Service OpsDeps present the unit readiness briefing for each Service during Full and Feedback JMRRs. In addition, USSOCOM-SOOP presents the readiness of SOF at the Full JMRR.
- c. The Joint Staff. The JS (J-directors) are the senior representatives for the JS. The applicable J-director will present the functional area deficiency status briefing during the Feedback JMRR.
- d. CINCs. CINCs will provide a representative at each JMRR. Normally this representative will be the CINC liaison officer.
- e. CSA. The CSA directors are the senior representatives for the CSAs. CSAs will provide a representative and should be prepared to brief their agency's readiness status at each JMRR.
- f. OSD. The Deputy Under Secretary of Defense for Readiness (DUSD(R)) may attend the JMRR.

ENCLOSURE D

FULL JMRR REPORT PREPARATION

1. Unit Readiness Report. The JMRR requires Service OpsDeps and USSOCOM SOOP to report their respective unit readiness in accordance with the format shown in Enclosure G. The format is designed as a guide to achieve a degree of briefing conformity, but Service OpsDeps/USSOCOM-SOOP may modify the content as necessary to convey the Service assessment. In general, the Services/USSOCOM will show current force commitments; current and projected unit readiness (combat and support forces); an assessment of Service/USSOCOM readiness trends; and force assignments to a notional small-scale contingency (SSC) and/or MTW scenario selected by the JS. At a minimum, the following areas must be covered:

a. Current Unit Location by Geographic CINC

(1) The Services and USSOCOM will depict the current location of significant combat, combat support, and combat service support units by geographic area of responsibility to illustrate current force commitment or deployments. For this task, "current" is defined as the "as of" date specified in the JMRR guidance message. In many cases, an aggregation of forces is appropriate to maintain the macro-level scope of the JMRR. Depicted units will reflect overall C-level status as of the current date specified in the JMRR message. In most cases, the overall readiness status of the units is derived from actual or aggregated Global Status of Resources and Training System (GSORTS) reports.

(2) The purpose of this element is to provide visibility into current force deployments or commitments throughout the world.

b. Current and Projected Unit Readiness

(1) The Services and USSOCOM will depict current readiness of significant combat, combat support, and combat service support units in accordance with Figure G-1. The current assessment is generally derived from GSORTS reports and may be aggregated to depict the assessment as the Service determines most appropriate. The current date will be specified in the JMRR guidance message or most current GSORTS data

Enclosure D

available. The projected date is 12 months from the specified current date.

(2) The purpose of this element is to show current unit status and the Services' subjective analyses of projected unit readiness for one year.

c. Critical Support Enabler Readiness

(1) The Services and USSOCOM will depict (in accordance with Figure G-3) current, projected, and MTW scenario assessments of their support force capability in the following six major areas:

- (a) Theater mobility support
- (b) Engineers
- (c) Health services
- (d) Sustainability
- (e) Security
- (f) Field services.

Subjective C-level assessments will be based on definitions provided in Table D-1.

| <b>FUNCTIONAL<br/>AREA C-<br/>LEVEL</b> | <b>ASSESSMENT</b>   |
|---|---|
| <b>C-1</b>                              | The Service/command/agency has only minor deficiencies in this functional area with negligible impact on capability to perform required missions.   |
| <b>C-2</b>                              | The Service/command/agency has some deficiencies in this functional area with limited impact on capability to perform required missions.            |
| <b>C-3</b>                              | The Service/command/agency has significant deficiencies in this functional area that prevent it from performing some portions of required missions. |
| <b>C-4</b>                              | The command/agency has major deficiencies in this functional area that preclude satisfactory mission accomplishment.                                |

Table D-1. JMRR C-Level Criteria

Enclosure D

(2) The purpose of this element is to show Service support force adequacy and readiness to meet CINC requirements.

(3) Topical special-interest items may be added to this slide as directed by the DJS.

d. Major Service Readiness Trends. The Services and USSOCOM will depict overall Service and USSOCOM readiness status and trends in the areas of personnel, equipment, training, and enabler. The assessment is depicted using trend arrows (see Figure G-2). Specific amplifying comments shall be included for each individual trend area. The purpose of this element is to highlight significant Service/USSOCOM readiness concerns in the major areas shown.

e. Detailed Readiness Trends. The Services and USSOCOM will present specific trend indicators that provide greater insight into personnel, equipment, and training readiness over time. At a minimum, these indicators will cover the previous two years and project forward one year.

f. Unit Readiness Measurement. Services shall summarize unit level readiness, as agreed upon by the Readiness Reporting Steering Group, to promote greater readiness visibility and standardization. Briefing will include evaluation of:

(1) Key crew readiness for combat crews and primary mission areas (Navy).

(2) Pre-positioned equipment and sustainment stocks' ability to support short-notice and planned operational and tactical requirements.

g. TEMPO Reporting Requirements. Services shall provide an executive level summary of current tempo and its associated impact on readiness. The associated metrics developed by each Service should accurately capture Service tempo concerns. The presentation shall be in accordance with the format in Enclosure G and include the following:

(1) Service tempo for the previous 12 months broken out by unit type, weapon platform, personnel specialty, and/or ship type.

(2) Identification of appropriate peacetime tempo threshold, above which a Service would expect to see a long-term readiness degradation.

(3) Identification of unit, weapon platforms, personnel specialties, and/or ship categories that exceed the tempo threshold.

Enclosure D

(4) Corrective action plans, if applicable, to address excessive tempo.

h. Scenario Commitment

(1) The Services and USSOCOM will depict the significant units, both combat and support, to be committed to the JMRR scenario. Combat units should be depicted at the brigade or battalion level for ground forces, squadron level for air forces, and battle group level for naval forces.

(2) The scenario guidance will identify necessary planning assumptions (C-day, JSCP Force Tables, etc.) to allow the Services/USSOCOM to assign specific units. In general, JMRR scenarios will start with real-world ongoing operations and will include a coordinated SSC and/or MTW scenario.

(3) The depicted units will reflect their overall C-level status as of the scenario C-day. Units not at C-1 or C-2 on scenario C-day will reflect, in parentheses, the projected C-level to be attained by color-coding the number of days from C-day when the unit will arrive in the MTW areas of responsibility (AOR).

(4) The purpose of this element is to identify specific units that would be committed to support the designated MTW CINC and the overall status of those units.

2. Joint Readiness Functional Areas. The JMRR requires the CINCs and CSAs to report, via the standardized message format (see Enclosure G), joint readiness by assessing the eight functional areas depicted in Table D-2.

a. CINCs and CSAs will assess their ability, by functional area, to execute current missions and forecasted (plus 12 months) engagement missions and support execution of a warfighting scenario, using the criteria in Table D-1. Specifically, their assessments must be based on approved national objectives, military objectives, military requirements, and operational requirements. (See Glossary for definitions of terms.)

b. The aforementioned objectives, capabilities, and requirements are derived from DPG, JSCP, OPLANS/CONPLANS, and JCS-directed taskings. These planning documents serve as the basis for measuring current readiness via the JMRR. The decision matrix at Table D-3 can help CINCs and CSAs in determining if an identified shortcoming should be submitted as a JMRR deficiency.

| <b>FUNCTIONAL AREAS</b>                                  | <b>ASSOCIATED ELEMENTS</b>  |
|--|---|
| <b>Joint Personnel</b>                                   | Unit manning shortfalls, billet shortfalls, TEMPO concerns, and personnel deficiencies.   |
| <b>Intelligence, Surveillance, &amp; Reconnaissance</b>  | Intelligence collection, processing, production, and dissemination systems and personnel. Includes IMINT, SIGINT, HUMINT, MASINT, ELINT, GIS, support for information operations, and compatibility between systems.  |
| <b>Special Operations</b>                                | SOF-unique intelligence, logistics, C4, training, exercises, manning, and infrastructure. Ability to conduct direct action, unconventional warfare, PSYOPS, civil affairs, foreign internal defense, special reconnaissance, counterterrorism, humanitarian assistance, disaster relief, counterdrug, and combat search and rescue. |
| <b>Mobility</b>  | Strategic airlift, strategic sealift, spacelift, power projection enablers (containers, railcars, pallets, CHE/MHE, port operations), joint total asset visibility, air refueling, aeromedical evacuation, intratheater transportation, throughput enablers (fuel, handling equipment, ramp space, port personnel), JLOTS.          |
| <b>Logistics &amp; Sustainment</b>                       | Materiel (Classes I-VII, IX), munitions, pre-positioned stocks (ashore and afloat), health service support (personnel and equipment), support force personnel and equipment, POL distribution units, equipment maintenance, aviation and vehicle maintenance, field services, mortuary affairs, and supply.                         |
| <b>Infrastructure</b>                                    | Fixed structures to include road networks, airfields, seaports, rail networks, POL pipelines and hydrants, beddown facilities, and power generation. Also includes installation physical security, power projection, engineering units and equipment, and prepo facilities.   |
| <b>Command, Control, Communications, &amp; Computers</b> | Integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications to support C2. Includes information assurance, bandwidth, networking, survivability, and reliability.   |
| <b>Joint War Planning and Training</b>                   | Joint training and exercises, JTF headquarters organization, joint doctrine, joint deliberate planning, and joint force commander's assessment.   |

Table D-2. Joint Readiness Functional Areas

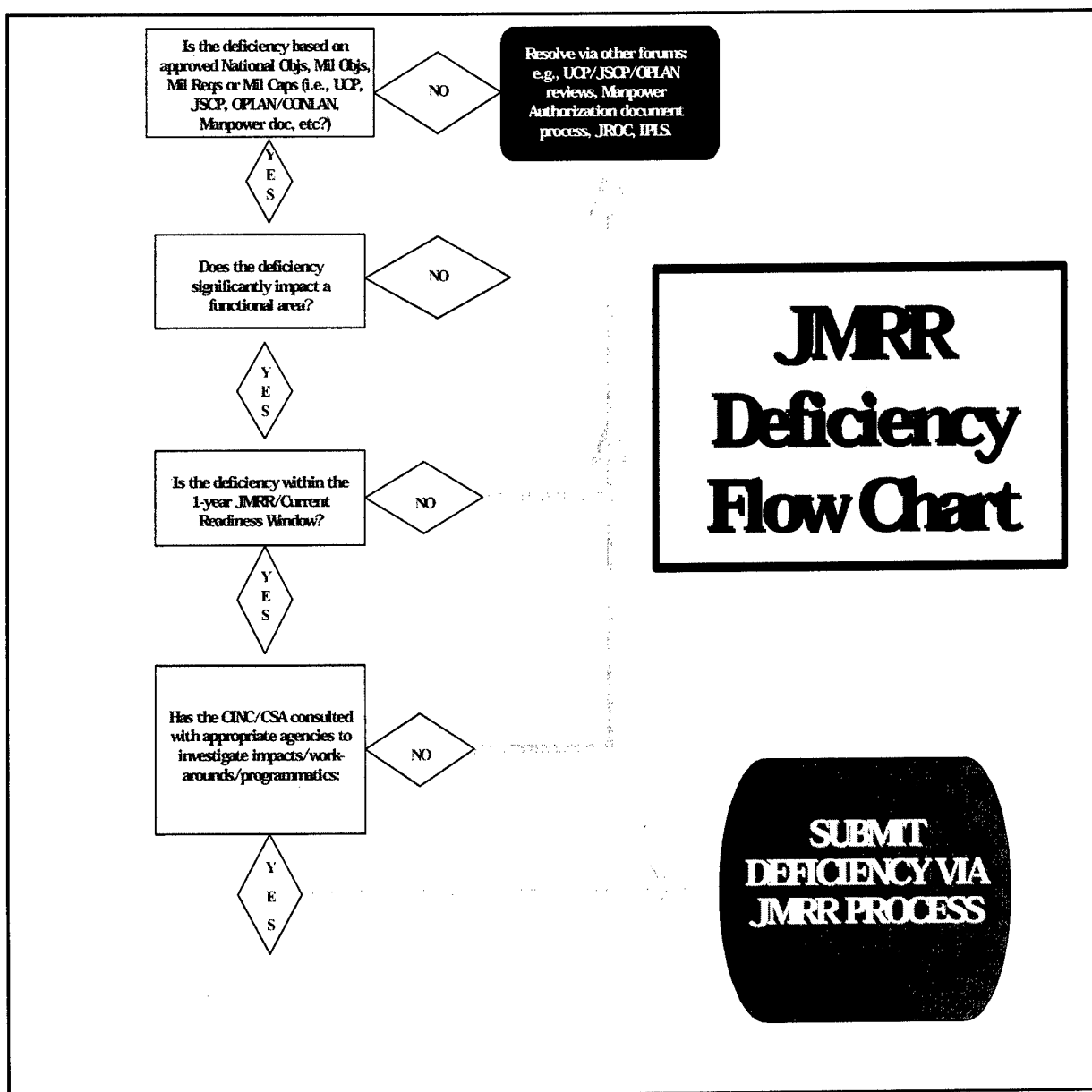


Table D-3. Deficiency Criteria Flow Chart

c. Reporting Guidance. Clear, concise, and substantiated assessments are critical to the success of the JMRR reporting process.



(1) CINC and CSAs should report against current operational requirements, not desired capabilities. The JMRR is a tool for assessing current readiness, not a vehicle for validating desired force enhancements or capabilities. CINCs should not include integrated priority list (IPL) items that relate to modernization concerns in their JMRR messages unless the validated requirement has negative impacts on current readiness.

(2) When reporting readiness levels of command, control, and communications (C-3) or C-4 for a functional area, CINCs and CSAs shall identify specific deficiency(ies) (root cause) that lowers readiness.

(3) For deficiencies driving a functional area to C-3 or C-4, the CINCs and CSAs shall identify:

(a) The specific current requirement not being met and its corresponding source document (DPG, JSCP, OPLANs/CONPLANs, or JCS-directed tasking).

(b) Quantified shortfall and C-rating thresholds.

(c) Specific operational impact (e.g., time delay, capability degraded) on OPLAN execution.

(d) Contingency Plans in force/actions taken to alleviate deficiency.

(e) An estimate of what further actions will be required to improve the deficiency (to at least a C-2 threshold).

(4) CINCs and CSAs may use the joint mission essential task list (JMETL) and GSORTS as tools to assist in the JMRR assessment process.

(5) CINCs should make specific comments, when appropriate, about the adequacy and responsiveness of support received (for both current and plus 12-month periods) from the CSAs in each applicable functional area. CSAs should also make specific comments, when appropriate, about the capability of Services and CINCs to provide required complementary support for each applicable functional area.

d. Current and Plus 12-Month Reporting Requirements. CINCs and CSAs will assess their readiness and capability in all applicable eight functional areas listed in Table D-2 to meet current and 12-month

projected AOR or functional requirements. The purpose of this element is to show ability by functional area to meet ongoing and projected engagement operations. Although the current and plus 12-month assessment (see Table D-4) excludes execution of an MTW, it includes assessment of operations intended to deter the outbreak of hostilities.

e. MTW Scenario. The purpose of this component is to show ability by functional area to meet MTW requirements. Additional threats or SSCs may be integrated into the MTW scenarios to assess readiness to execute all portions of the NMS. CINCs and CSAs will assess their readiness and ability to meet requirements as shown in Table D-5. CINCs will assess

| <b>FOCUS</b>                       | <b>THEATER</b>  | <b>WORLDWIDE</b>  | <b>SIOP</b>  |
|------------------------------------|---|---|--|
| <b>CURRENT &amp; PLUS 12 MONTH</b> | CFC USPACOM<br>USCENTCOM<br>USEUCOM<br>USSOUTHCOM &<br>USJFCOM  | DIA DISA NIMA<br>DLA NSA DTRA<br>USTRANSCOM<br>USSOCOM &<br>USSPACECOM  | USSTRATCOM &<br>NORAD  |
| <b>Current</b>                     | Assess readiness and capability of functional area to meet current theater requirements.                          | Assess readiness and capability of functional area to support current worldwide requirements.                       | USSTRATCOM assesses readiness and capability of functional area to meet its current OPLAN requirement.<br><br>NORAD assesses readiness and capability of functional area to meet current mission requirements. |
| <b>Plus 12 Month</b>               | Assess readiness and capability of functional area to meet expected theater requirements over the next 12 months. | Assess readiness and capability of functional area to meet expected worldwide requirements over the next 12 months. | Assess readiness and capability of functional area to meet its expected OPLAN and mission requirements over the next 12 months.  |

Table D-4. CINC and CSA Functional Area Assessment Requirements

the ability to meet JSCP, OPLAN and CONPLAN taskings as a supported or supporting CINC for the MTW scenario established in the JMRR scenario guidance message. In some instances, a CINC or CSA may assess "Not Applicable" in a specific functional area. It is recognized that any MTW scenario will degrade, to some degree, ongoing engagement operations in other theaters. Although supporting CINCs may report on these impacts, their focus should be on their ability to support execution of the MTW.

f. Overall Assessment. In addition to the eight functional area assessments, CINCs and CSAs shall assign an overall C-level to their ability to execute the current, plus 12 months, and MTW scenarios. Use Table D-1 to define C-level definitions. Additionally, CINC and CSAs should indicate their top two readiness concerns.

g. CSA Director's Narrative. CSA directors will provide an overall subjective assessment of their agency's readiness to support current operations, projected operations over the next 12 months, and the execution of the MTW scenario. Assessments should identify external constraints that limit CSA support to CINCs. The format for the narrative is not prescriptive. This narrative is designed to fulfill the reporting requirements of the Chairman (reference a, section 193).

| WARFIGHT SCENARIO | SUPPORTED CINC  | SUPPORTING CINC AND CSA  |
|-------------------|---|--|
| 1st MTW           | Assess readiness and capability of functional area to meet MTW requirements as identified in current approved OPLAN and CONPLAN given JSCP force tables and JMRR scenario guidance message. | Assess readiness and capability to meet support requirements for the 1st MTW. Assess impact on conduct of other assigned missions. |
| 2d MTW            | Assess readiness and capability of functional area to meet requirements as identified in current approved OPLAN and CONPLAN given 1st MTW has been executed.                                | Assess readiness and capability to meet support requirements for 1st and 2d MTW.   |

Table D-5. CINC and CSA Assessment of MTW Scenario

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ENCLOSURE E

ADDRESSING READINESS DEFICIENCIES -- THE FEEDBACK JMRR

1. Although the Full JMRR provides a snapshot of CINC, CSA, and Service readiness, the Feedback JMRR, occurring at the end of each quarter, summarizes the status of actions taken to address readiness deficiencies reported in previous Full JMRRs and provides an overall assessment of the ability of US Armed Forces to execute the NMS. The Feedback JMRR "closes the loop" on the readiness reporting cycle by updating the status of JMRR deficiencies tracked in the DDB.

a. Deficiency Data Base. The JMRR DDB is the repository for CINC and CSA reported C-3 or C-4 readiness deficiencies. The DDB will be managed by J-38 Readiness Division and updated by JS JMRR POCs who have been assigned responsibility for individual deficiencies. The database is a working level product, containing detailed information regarding the specific deficiencies and actions to correct them. DDB information includes: when the deficiency was first reported, by what CINC or CSA, operational impact, current status, interim workarounds, and projected long term fix. Periodically, a snapshot of the database will be provided to CINCs and CSAs for review.

b. Joint Staff JMRR POCs. The Feedback JMRR is orchestrated by J-3; however, reporting the status of individual deficiencies is the responsibility of the respective JS directorates assigned to track and work deficiencies.

2. New and Closed Deficiencies. The first preparatory task for each Feedback JMRR is to determine what new issues reported in the Full JMRR should be entered into the DDB and what previously captured deficiencies should be considered for closure.

a. New Deficiencies. Not every issue reported by a CINC/CSA will be entered into the DDB as a new JMRR deficiency. Criteria for new deficiencies are as follows:

(1) Must be a specific, current, quantifiable shortfall in the ability to meet an ongoing operation, JSCP, or approved OPLANs and CONPLANs.

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(2) Lowers readiness to a C-3 or C-4 level in one of the eight JMRR functional areas.

(3) Not contrary to existing DPG.

(4) Not reflect future requirements or modernization issues unless the deficiency also results in a current readiness shortfall.

b. After determining what newly reported issues meet the above criteria, J-3 Readiness Division will consolidate all new deficiencies and propose a JS directorate to investigate and monitor each deficiency. This list will be staffed through the JS and forwarded for DJS approval.

c. Closing Deficiencies. Prior to the Feedback JMRR, JS OPRs will determine which deficiencies should be nominated to the DJS for closure. To close a deficiency in the DDB, either of the following criteria must be met:

(1) In the judgment of the reporting CINC or CSA, condition generating a C-3 or C-4 functional area level has been corrected or mitigated to at least the C-2 level.

**NOTE:** Programming actions are not sufficient to close a deficiency—the fix must be implemented.

(2) Reporting CINC or CSA chooses not to revalidate the deficiency during the SDR.

d. Applicable JS OPRs will obtain DJS approval of closure actions after coordination with J-38 and reporting CINC or CSA. If the deficiency is recommended for closure in conjunction with a semiannual Deficiency Review, J-38 will prepare the memorandum for DJS approval.

3. Deficiency Categorization. To enhance its value as a senior readiness forum, the Feedback JMRR process should characterize JMRR deficiencies in terms of both impact on the NMS and status of associated corrective actions.

a. Characterizing JMRR Deficiencies by Impact on the NMS. Although all JMRR deficiencies degrade the ability to execute the NMS, some drive more risk than others. To ensure senior leadership focuses on the most critical readiness issues, all new JMRR deficiencies will be categorized as described below. Changes to deficiency categorization must be approved during a Feedback JMRR:

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- (1) Category I: Deficiency is a critical warfighting risk driver for OPLANS or CONPLANS. Category I deficiencies will be briefed at every Feedback JMRR.
- (2) Category II: Important deficiency that contributes lesser levels of risk to the NMS.
- (3) "Top Two" Concern: A Cat I or Cat II deficiency, identified by a CINC or CSA as a "Top Two" in their JMRR input message.

b. Characterizing JMRR Deficiencies by Status. After a deficiency is identified and assigned to a JS OPR, it should be worked to closure in accordance with the process described in Figure E-1. Joint Staff JMRR POCs will work assigned deficiencies, as practical, to develop near-term alternatives and a long-term solution to address the deficiency. At the Feedback JMRR, directorates will recommend one of the following status descriptions for each new deficiency:

- (1) GRAY (UNDER REVIEW): The deficiency is still being worked by the JS OPR. Near-term alternatives and/or a long-term solution is being developed. It may be awaiting the results of a Service or agency assessment, or better delineation of the nature of the deficiency by the reporting CINC or CSA.
- (2) RED (JWCA QUEUE): The deficiency has been nominated to the JROC Secretariat (J-8) for JROC consideration. This status is

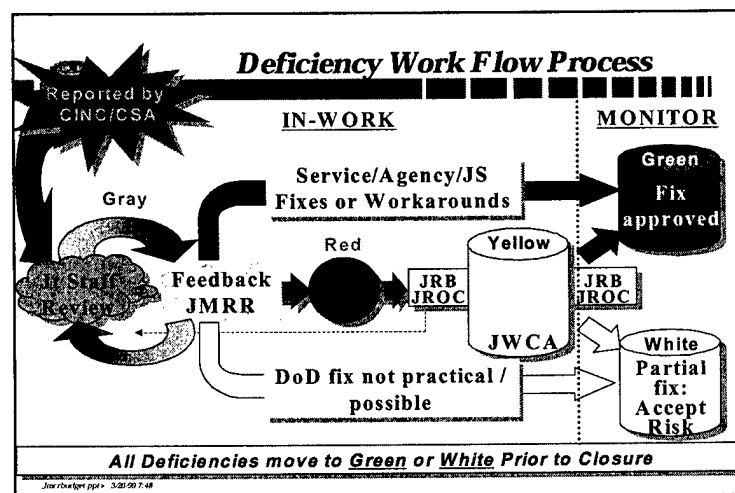


Figure E-1. Deficiency Workflow Process

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reserved for deficiencies that are not already fixed in the Program Objective Memorandum (POM) and may warrant further programmatic action.

(3) YELLOW (JWCA STUDY): The deficiency has been accepted by the JROC for JWCA Study. The "study" may range from an in-house JWCA team assessment to monitoring a study conducted by an external agency. Deficiencies will maintain YELLOW status until a JROC decision to move the deficiency out of JWCA to a GREEN or WHITE status.

(4) GREEN (FIX APPROVED): There is a short-term alternative or funded long-term fix that, once implemented, will correct the deficiency to at least a C-2 level. GREEN deficiencies are not closed, but remain in a monitor status until the fix is actually implemented. Coding a deficiency GREEN implies an acceptance of short-term risk, as mitigated by any alternative, until the fix is actually implemented.

(5) WHITE (PARTIAL FIX, ACCEPT RISK): Although a partial short-term workaround or long-term solution exists, it will be insufficient to correct the deficiency to a C-2 level. Remaining risk is acknowledged and accepted by the JS and Services. WHITE is most appropriate when a fix is not practical or justified or is outside DOD's capabilities. WHITE deficiencies are not closed, but remain in a monitor status until a CINC or CSA changes its operational concept or the condition driving the risk is no longer present. WHITE deficiencies are specifically reviewed during the SDR to ensure that the scope or nature of the risk has not significantly changed and should still be accepted.

(6) The goal of the Feedback JMRR process is to move every deficiency to either a GREEN or WHITE status. Every deficiency should ultimately have either a funded long-term solution or a clear decision to not completely fix the problem and accept remaining risk. After a new deficiency is reported in the Feedback JMRR, subsequent changes to status color codes must be reported and approved at a Feedback JMRR. Exception: YELLOW deficiency status changes will be approved by the JROC.

4. Aggregating Deficiencies to Facilitate Assessments. In addition to ensuring that deficiencies are worked to closure, the Feedback JMRR process must assess how deficiencies collectively drive risk to the NMS.



(Refer to Figure E-2.) To this end, the Feedback JMRR should provide assessments at the following three levels:

a. Category I Deficiencies. As defined in item 3a(1) individual deficiencies are considered the most critical warfighting risk drivers. Cat I deficiencies, considered individually, are generally tactical-level concerns.

b. Key Risk Elements. These are logical groupings of related Cat I deficiencies that combine into an intermediate-level problem area. For example, Cat I deficiencies describing specific aircraft spare-parts shortages could combine into a key risk element titled "Inability to support sustained air operations." Key risk elements describe operational-level issues.

c. Strategic Concerns. Further aggregating key risk elements produces overall strategic concerns. These are the overarching concerns that drive risk to the NMS. An example of a strategic concern is "Across-the-board shortages of quality personnel" resulting from key risk elements of pilot shortages, understaffed infantry squads, and surface warfare officer shortages.

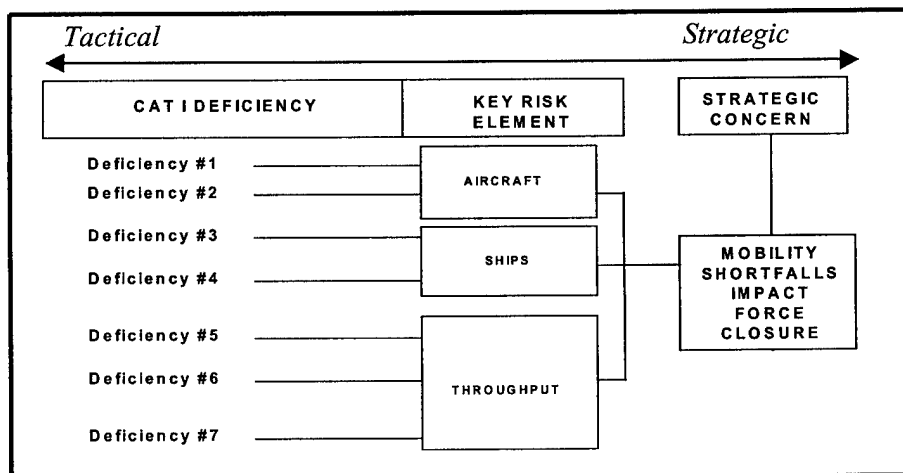


Figure E-2. Aggregating Deficiencies

5. Feedback JMRR Briefing. The Feedback JMRR briefing will summarize the actions taken to address CINC, CSA, and Service key readiness concerns, and provide an overall strategic assessment.

a. J-3 Presentation. As the process manager, the J-3 briefing will serve to integrate the other JS directorate and Service presentations.

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The briefing will include an overview of the DDB, summarize deficiency status changes (Cat I and II or color code), establish the link from key risk elements to strategic concerns, and provide an overall readiness assessment.

b. Joint Staff Directorate Presentations. Each directorate responsible for deficiencies in the DDB will brief the following as applicable:

(1) Cat I deficiencies and associated key risk elements, including operational impact, status, near-term workarounds, and long-term impact. Level of detail will depend on the number of Cat I deficiencies and time available.

(2) New deficiencies

(3) Closed deficiencies

(4) JMRR concerns identified as a CINC "Top Two"

c. Service Briefings. The Services will use the Feedback JMRR forum as an opportunity to discuss the actions taken to address their top readiness concerns. Briefings will specifically describe top three readiness concerns, operational impact, near-term workarounds, and long-term solutions. Services may also highlight actions taken to address key CINC-reported deficiencies or other special-interest topics. To ensure the comprehensiveness of the JMRR process, Service presentations should highlight readiness issues that may not yet be visible to CINC or CSAs.

6. Providing Feedback. The Feedback JMRR will provide direct feedback to reporting CINCs or CSAs on the status of reported deficiencies via the following means:

a. On a periodic basis, the J-3 Readiness Division will ensure the JMRR DDB is made available to all Service, CINC, and CSA staffs.

b. A dry run of the brief will be provided via a Joint Worldwide Intelligence Communications System (JWICS) VTC prior to every Feedback JMRR. CINC and CSA inputs will be incorporated into the briefing to the maximum extent practicable.

c. Following each Feedback JMRR, the J-3 will coordinate a CJCS "personal for" message to the CINCs, Services, and CSA directors summarizing the results of the quarterly JMRR and SROC cycle.

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7. Quarterly Readiness Report to Congress. This QRRC, required by the Fiscal Year (FY) 1996 Defense Authorization Act (DAA), must be submitted within 30 days of the end of each calendar year quarter. It consists of a summary of readiness assessments first presented in the JMRR and subsequently summarized for the SROC. The QRRC will include key readiness indicators and planned remedial actions. In addition, the FY 1998 DAA requires the inclusion of an expanded list of specified readiness indicators.

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ENCLOSURE F

SEMIANNUAL DEFICIENCY REVIEW

1. Overview and Purpose. The JMRR SDR is a comprehensive review of every deficiency in the DDB conducted semiannually by J-3. It is chaired by the JS Director for Operations (J-3) with the participation of J-38 Readiness Division, JS, and Service JMRR POCs. The purpose of the SDR is to:

- a. Provide CINCs and CSAs the opportunity to provide input on the accuracy of the JMRR DDB.
- b. Provide a vehicle for the Director J-3 to become fully informed as to the status of all CINC and CSA reported JMRR deficiencies, particularly the Cat II deficiencies, which are not normally briefed during the Feedback JMRR.
- c. Revalidate existing deficiencies to ensure each continues to be based on a documented requirement and results in a C-3 or C-4 functional area level.
- d. Recommend changes to deficiency categorization (Cat I or II) or status (color codes).
- e. Recommend deficiencies for JWCA study consideration (RED status).
- f. Recommend deficiencies for closure.

2. Process. J-38 Readiness Division manages the process as depicted in Figure F-1.

a. No later than 1 January or 1 July, J-3 sends a message to CINCs and CSAs initiating the SDR and requesting: a prioritized list of JMRR deficiencies and accompanying description of the associated requirement that is not being met (to include recent or pending changes in the requirement), deficiencies nominated for upgrade to Cat I or downgrade to II, recommended changes to deficiency status (color code) with justification, and closure candidates. Prioritization of JMRR deficiency listings is required because this greatly aids the process of determining relative importance from within large numbers of Cat I and II JMRRs.

b. Joint Staff JMRR POCs prepare a briefing for each deficiency justifying: (1) why it should remain open; (2) its categorization as a Cat I or II; (3) its status (color code); and (4) a brief summary of known actions taken to address

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the deficiency. Joint Staff recommendations that contradict CINC/CSA inputs should be clearly supported.

c. Using the above format, during February and August, JS JMRR POCs brief Director J-3, who approves a final list of recommended changes to the DDB. Service JMRR representatives are invited to attend the SDR presentations.

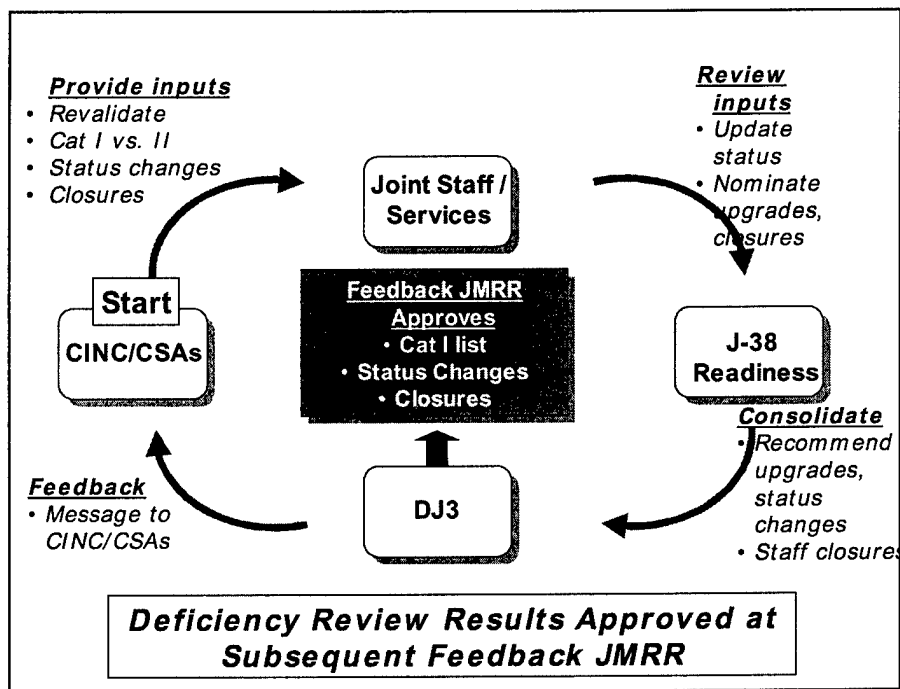


Figure F-1. Deficiency Review Process

d. Results of the SDR to include closures, category changes, and status changes will be briefed by JS J-3 at the subsequent Feedback JMRR for final approval.

e. After Feedback JMRR approval, JS J-3 sends a follow-up message to CINCs and CSAs summarizing the results of the Deficiency Review.

ENCLOSURE G

JMRR REPORT FORMAT

1. Unit Readiness. Unit readiness reports are submitted and briefed by the Services and USSOCOM. These formats are provided as guides and list minimum necessary information. The Services and USSOCOM will determine the specific content of the slides and may modify the format as necessary to convey the required information to include making multiple slides. The specific current date is established by the JMRR scenario guidance message prior to each JMRR, but is usually the 15th day of the month prior to the Full JMRR. For example: the "as/of" date for the July Full JMRR would be 15 June.

a. Current location, readiness, and MTW scenario format (Figure G-1):

**SERVICE READINESS**

|                | ACOM                                   | PACOM  | CENTCOM                                       | EUCOM                             | SOUTHCOM |
|----------------|--|--|---|-----------------------------------|----------|
| <b>CURRENT</b> | <b>X ID</b><br><b>X</b><br><b>CVBG</b> | <b>X ID</b><br><b>X CVBG</b>                 |   | <b>XX AD</b>                      |          |
| <b>1st MTW</b> |  | <b>X ID</b><br><b>XX FS</b><br><b>X CVBG</b> |   |                                   |          |
| <b>2d MTW</b>  |  |  | <b>XX AD</b><br><b>XX FS</b><br><b>XX ARG</b> | <b>XX ID</b><br><b>XX FS (XX)</b> |          |

- **Combat and support units are shown where they are currently located by CINC AOR. Units are color-coded to show C-level and whether C-level meets DPG requirements. Boxed units reflect units committed to an on-going operation.**
- **Notional units that will be provided at C-day to MTW are shown. Numbers in parentheses reflect color-coded readiness status and number of days after C-day unit arrives in AOR.**

Figure G-1. Example of Service Current Readiness Slide

b. Services/USSOCOM present current and projected readiness trends (Figure G-2) in the following four broad areas:

(1) Personnel. Retention, recruiting, skill level shortfalls, personal tempo (PERSTEMPO), operations tempo (OPTEMPO), etc.

(2) Equipment. Maintenance backlogs, critical equipment shortage and maintenance problems, spare parts availability, etc.

(3) Training. Lost training opportunities impact of unscheduled deployments, training resource shortfall, etc.

(4) Enabler. A critical unit or capability essential to support joint operations.

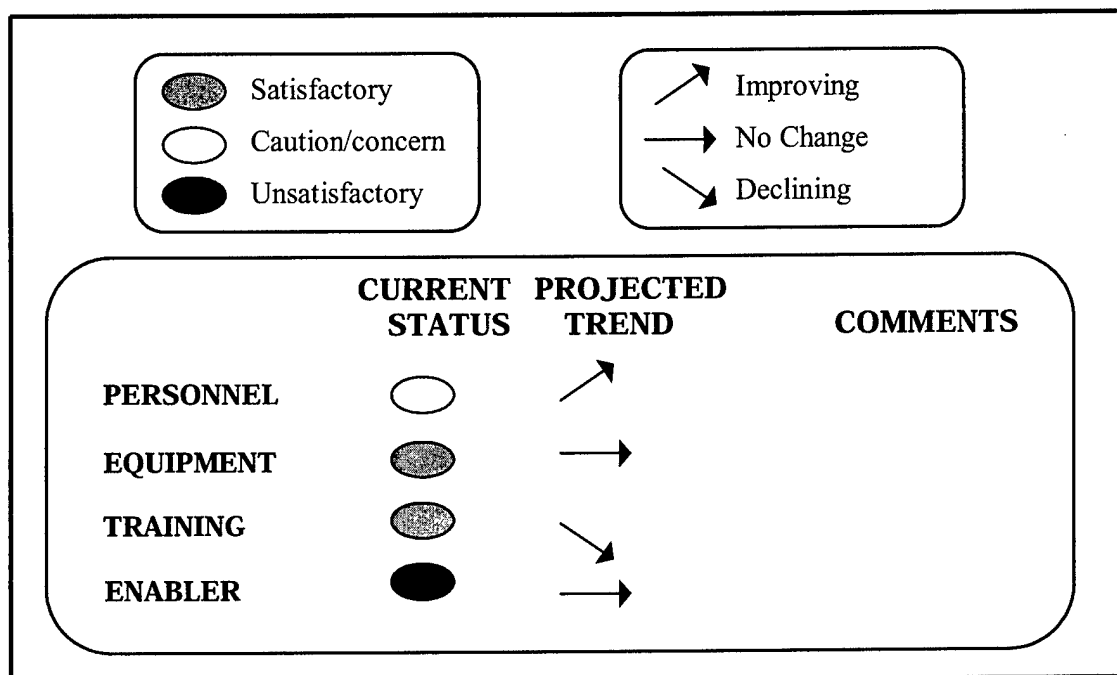


Figure G-2. Example of Service Readiness Trends Slide

c. Critical Support Enabler Assessment Format. The Services depict significant support force capability in six broad logistics categories. (Refer to Figure G-3.) A C-level assessment is provided for each area in accordance with Table D-1. The remarks section allows the Service to comment on C-3 and C-4 level assessments and impact on support to the CINC.



**SERVICE CRITICAL SUPPORT ENABLERS**

|                          | CURRENT | + 12 MON | MTW X | MTW Y |
|--------------------------|---------|----------|-------|-------|
| THEATER MOBILITY SUPPORT | 1       | 1        | 2     | 3     |
| ENGINEERS                | 2       | 2        | 3     | 4     |
| HEALTH SERVICES          | 1       | 1        | 2     | 3     |
| SUSTAINABILITY           | 2       | 2        | 3     | 4     |
| SECURITY-AT/FP           | 2       | 2        | 3     | 3     |
| FIELD SERVICES           | 2       | 2        | 2     | 3     |

**NOTES:** 1. Additional special-interest items added as necessary.  
2. Service comments on specific C-3 and C-4 level assessments.

Figure G-3. Service Critical Support Enabler Assessment Slide

2. Joint Readiness. CINCs and CSAs submit joint readiness assessments via message to JS J-3. The J-directorate POCs prepare joint readiness functional area slides according to the following format:

a. Current and Plus 12 Months. CINC and CSA assessments by functional area are reported against preparedness to meet current and projected requirements for the next 12 months. The specific current date is established by the JMRR scenario guidance message prior to each JMRR, but is usually the first day of the month of the JMRR. For example, the "as/of" date for the June JMRR would be 15 May. (See Figure G-4.)

**CINC FUNCTIONAL AREA READINESS**

|                      | CENT | CFC | EUR | PAC | JFCOM | SOUTH | TRANS | SOC | STRAT | SPACE | NORAD |
|----------------------|------|-----|-----|-----|-------|-------|-------|-----|-------|-------|-------|
| <b>CURRENT</b>       | 1    | 2   | 1   | 1   | 1     | 1     | 1     | 1   | 1     | 1     | 1     |
| <b>PLUS 12 MONTH</b> | 3    | 3   | 2   | 3   | 2     | 1     | 3     | 2   | 1     | 1     | 1     |

**COMMENTS:** CINCs address specific functional area deficiencies with justification for degraded C-level remarks.

**CURRENT:**  
**PLUS 12 MONTH:**

Figure G-4. Example of Current and plus 12-Month Joint Readiness Slide

b. Scenario Assessments. CINC assessments are reported against the ability to meet MTW scenario requirements as a supported, supporting, or functional CINC (Figure G-5).

| CINC FUNCTIONAL AREA READINESS |      |     |     |     |       |       |       |     |       |       |       |
|--------------------------------|------|-----|-----|-----|-------|-------|-------|-----|-------|-------|-------|
| JMRR<br>X-97                   | CENT | CFC | EUR | PAC | JFCOM | SOUTH | TRANS | SOC | STRAT | SPACE | NORAD |
| MTW X                          | 3    | 3   | 4   | 4   | 3     | 3     | 3     | 2   | 2     | 2     | 1     |
| MTW Y                          | 4    | 4   | 3   | 3   | 4     | 3     | 4     | 3   | 3     | 3     | 1     |

**COMMENTS:** CINCs address specific functional area deficiencies with justification for degraded C-level remarks.  
**MTW X:**  
**MTW Y:**  
**NON-MTW THEATER IMPACT:** Comments reflect the impact on other CINCs' ability to meet requirements during MTW execution.

Figure G-5. Example of MTW Joint Readiness Slide

c. CSA Assessments. CSA assessments are reported by functional area against the ability to meet current, projected plus 12 months, and scenario requirements as a supporting agency to the CINCs (Figure G-6).

| COMBAT SUPPORT AGENCY FUNCTIONAL AREA READINESS |     |      |     |      |     |      |
|---|-----|------|-----|------|-----|------|
|   | DIA | DISA | DLA | NIMA | NSA | DTRA |
| CURRENT   | 2   | 1    | 1   | 1    | 1   | 2    |
| +12 MONTH                                       | 2   | 2    | 1   | 1    | 2   | 2    |
| MTW X   | 3   | 2    | 2   | 3    | 3   | 3    |
| MTW Y   | 4   | 2    | 2   | 4    | 3   | 3    |

**COMMENTS:** Agencies address specific functional area deficiencies with justification for degraded C-level remarks.  
**CURRENT:**  
**PLUS 12 MONTH:**  
**MTW X:**  
**MTW Y:**

Figure G-6. Example of CSA Readiness Slide

3. CINC and CSA JMRR Reporting Format. CINCs and CSAs will use the following message format for JMRR reporting. All messages will be sent to Address Indicator Group (AIG) 936 to ensure CINCs, CSAs, and Service participants receive the information.

FM XXXXXXXXXXXXXXXX  
TO AIG 936  
INFO XXXXXXXXXXXXXXXX

[TYPE IN THE APPROPRIATE CLASSIFICATION]//SSIC//  
SUBJ/ (YOUR COMMAND) JMRR XX-XX SUBMISSION ()//  
REF/A/MSG/JOINT STAFF J3/date time group//  
AMPN/(classification) PROVIDES UNIFIED CINCS JMRR XX-XX ASSUMPTIONS,  
SCENARIO PLANNING GUIDANCE, AND ADMINISTRATIVE INFORMATION.//  
REF/B/DOC/CJCSI 3401.01B/1 JUL 99//  
AMPN/(classification) PROVIDES JOINT STAFF POLICY AND PROCEDURES FOR  
ASSESSING AND REPORTING CURRENT READINESS AND CAPABILITIES.//  
POC/XXXX XXXXX/XXXXX XXXX//  
RMKS/1.() (YOUR COMMAND) IAW REFS A AND B, FOLLOWING IS THE (YOUR  
COMMAND)OVERALL JMMRR X-XX OVERALL ASSESSMENT.  
A.() (YOUR COMMAND) OVERALL ASSESSMENT AS OF (DATE)  
(1)() CURRENT: C-X. (PROVIDE BRIEF SUPPORTING RATIONALE)  
(2)() PLUS 12 MONTHS: C-X. (PROVIDE BRIEF SUPPORTING  
RATIONALE)  
(3)() MTW X: C-X. (PROVIDE BRIEF SUPPORTING RATIONALE)  
(4)() MTW X+Y: C-X. (PROVIDE BRIEF SUPPORTING RATIONALE)  
B.() (YOUR COMMAND) TOP TWO READINESS CONCERNS  
(1)() (INCLUDE DEFICIENCY NUMBER AND TITLE IF APPLICABLE)  
(2)() (INCLUDE DEFICIENCY NUMBER AND TITLE IF APPLICABLE)  
2.() (YOUR COMMAND) SPECIFIC ASSUMPTIONS FOLLOW:  
A.()  
B.()  
3.() (YOUR COMMAND) FUNCTIONAL AREA ASSESSMENTS (PREVIOUS JMRR  
ASSESSMENT LEVEL IN PARENTHESES WHERE CHANGED):

|                    | CURRENT | PLUS 12 MONTHS | FIRST MTW | SECOND MTW |
|--------------------|---------|----------------|-----------|------------|
| JOINT PERSONNEL    |         |                |           |            |
| INTEL/SURV/RECON   |         |                |           |            |
| SPECIAL OPS        |         |                |           |            |
| MOBILITY           |         |                |           |            |
| LOG/SUSTAIN        |         |                |           |            |
| INFRASTRUCTURE     |         |                |           |            |
| C4                 |         |                |           |            |
| JOINT WARPLNG/TRNG |         |                |           |            |

OVERALL ASSESSMENT

4.() JOINT PERSONNEL  
A.() CURRENT: C-X.  
(1).() PREVIOUSLY REPORTED DEFICIENCIES. LIST IN ORDER OF  
PRIORITY.  
(A).() (JMRR C-LEVEL) DEFICIENCY TITLE, (DDB  
NUMBER), (PROVIDE UPDATED JUSTIFICATION IF REQUIRED).  
(B).()  
(2).() NEW DEFICIENCIES.  
(A).() (PROPOSED DEFICIENCY TITLE.) JUSTIFICATION:  
(INCLUDE: 1) CURRENT REQUIREMENT NOT BEING MET AND SOURCE DOCUMENT, 2)  
QUANTIFICATION OF DEFICIENCY, 3) OPERATIONAL IMPACT, AND 4) ESTIMATION  
OF WHAT WOULD BE REQUIRED TO CORRECT DEFICIENCY TO A C-2 LEVEL). [Where

possible the estimate should be the level of functionality required to achieve C-2, not a specific fix].

(B).()

(3).() REASON FOR C-LEVEL CHANGE: (IF CHANGED)

B.() :PLUS 12 MONTHS: C-X.

(1).() PREVIOUSLY REPORTED DEFICIENCIES. LIST IN ORDER OF PRIORITY.

(A).() DEFICIENCY TITLE, (DDB NUMBER), (PROVIDE UPDATED JUSTIFICATION IF REQUIRED).

(B).()

(2).() NEW DEFICIENCIES.

(A).() (PROPOSED DEFICIENCY TITLE.) JUSTIFICATION: (INCLUDE: 1) CURRENT REQUIREMENT NOT BEING MET AND SOURCE DOCUMENT, 2) QUANTIFICATION OF DEFICIENCY, 3) OPERATIONAL IMPACT, AND 4) ESTIMATION OF WHAT WOULD BE REQUIRED TO CORRECT DEFICIENCY TO A C-2 LEVEL).

(B).()

(3).() REASON FOR C-LEVEL CHANGE: (IF CHANGED)

C.(U) MTW-X: C-X

(1).() PREVIOUSLY REPORTED DEFICIENCIES. LIST IN ORDER OF PRIORITY.

(A).() DEFICIENCY TITLE, (DDB NUMBER), (PROVIDE UPDATED JUSTIFICATION IF REQUIRED).

(B).()

(2).() NEW DEFICIENCIES.

(A).() (PROPOSED DEFICIENCY TITLE.) JUSTIFICATION: (INCLUDE: 1) CURRENT REQUIREMENT NOT BEING MET AND SOURCE DOCUMENT, 2) QUANTIFICATION OF DEFICIENCY, 3) OPERATIONAL IMPACT, AND 4) ESTIMATION OF WHAT WOULD BE REQUIRED TO CORRECT DEFICIENCY TO A C-2 LEVEL).

(B).()

(3).() REASON FOR C-LEVEL CHANGE: (IF REQUIRED)

D.(U) MTW-X+Y: C-X

(1).() PREVIOUSLY REPORTED DEFICIENCIES. LIST IN ORDER OF PRIORITY.

(A).() DEFICIENCY TITLE, (DDB NUMBER), (PROVIDE UPDATED JUSTIFICATION IF REQUIRED).

(B).()

(2).() NEW DEFICIENCIES.

(A).() (PROPOSED DEFICIENCY TITLE.) JUSTIFICATION: (INCLUDE: 1) CURRENT REQUIREMENT NOT BEING MET AND SOURCE DOCUMENT, 2) QUANTIFICATION OF DEFICIENCY, 3) OPERATIONAL IMPACT, AND 4) ESTIMATION OF WHAT WOULD BE REQUIRED TO CORRECT DEFICIENCY TO A C-2 LEVEL).

(B).()

(3).() REASON FOR C-LEVEL CHANGE: (IF REQUIRED)

5.() INTEL/SURV/RECON (FOLLOW ABOVE FORMAT)

6.() SPECIAL OPERATIONS (FOLLOW ABOVE FORMAT)

7.() MOBILITY (FOLLOW ABOVE FORMAT)

8.() LOGISTICS/SUSTAINMENT (FOLLOW ABOVE FORMAT)

9.() INFRASTRUCTURE (FOLLOW ABOVE FORMAT)

10.() C4 (FOLLOW ABOVE FORMAT)

11.() JOINT WAR PLANNING AND TRAINING (FOLLOW ABOVE FORMAT)

12.() CSA SUPPORT OF ONGOING (YOUR COMMAND) MISSIONS.

A.() DIA: (COMMENTS)

B.() NSA: (COMMENTS)

C.() DISA: (COMMENTS)

D.() NIMA: (COMMENTS)

E.() DLA: (COMMENTS)

F.() DTRA: (COMMENTS)//

DECL/CLBY: XXXX XXXXX/

REASON CODE:/

DECLON//

ENCLOSURE H

REFERENCES

- a. Title 10, United States Code
- b. DOD Manual 8910.01, November 1986, "DOD Procedures for Management of Information Requirements"
- c. Joint Publication 1-02, 23 March 1994, "Department of Defense Dictionary of Military and Associated Terms"
- d. Joint Publication 1-03.3, 10 January 1994, "Joint Reporting Structure"
- e. CJCSI 3110.13, 17 May 1995, "Mobilization"
- f. CJCSI 5714.01A, 1 March 1999, "Release Procedures for JS and Joint Papers and Information"

CJCSI 3401.01B  
1 July 1999

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## GLOSSARY

## PART I--ABBREVIATIONS

|         |   |
|---------|---|
| AOR     | area of responsibility                            |
| C2      | command and control                               |
| C3      | command, control, and communications              |
| C4      | command, control, communications, and computers   |
| Cat     | category  |
| CFC     | Combined Forces Command (Korea)                   |
| CHE     | container handling equipment                      |
| CINC    | commander in chief of a combatant command         |
| CJCSI   | Chairman of the Joint Chiefs of Staff Instruction |
| CONPLAN | operation plan in concept format                  |
| CPA/CPR | Chairman's program assessment/recommendation      |
| CSA     | Combat Support Agency                             |
| DAA     | Defense Authorization Act                         |
| DDB     | deficiency database                               |
| DIA     | Defense Intelligence Agency                       |
| DISA    | Defense Information Systems Agency                |
| DJS     | Director Joint Staff                              |
| DLA     | Defense Logistics Agency                          |
| DOD     | Department of Defense                             |
| DPG     | Defense Planning Guidance                         |
| DTRA    | Defense Threat Reduction Agency                   |
| DUSD(R) | Deputy Under Secretary of Defense for Readiness   |
| ELINT   | electronic intelligence                           |
| FBJMRR  | feedback Joint Monthly Readiness Review           |
| FY      | Fiscal Year                                       |
| GIS     | Geospatial Information Systems                    |
| GSORTS  | Global Resources and Training System              |
| HUMINT  | human intelligence                                |
| IMINT   | imagery intelligence                              |
| IPL     | integrated priority list                          |
| ISR     | Intelligence, Surveillance, and Reconnaissance    |
| JFCOM   | Joint Forces Command                              |
| JLOTS   | Joint Logistics Over the Shore                    |

|                 |  |
|-----------------|--|
| JMETL           | Joint Mission Essential Task List                  |
| JMRR            | Joint Monthly Readiness Review                     |
| JROC            | Joint Requirements Oversight Council               |
| JROCM           | Joint Requirements Oversight Council Memorandum    |
| JS              | Joint Staff  |
| JSCP            | Joint Strategic Capabilities Plan                  |
| JS-Directorates | Directors of the Joint Staff Directorates          |
| JTF             | Joint Task Force                                   |
| JWCA            | Joint Warfighting Capability Assessment            |
| JWICS           | Joint Worldwide Intelligence Communications System |
| MASINT          | measurement and signature intelligence             |
| MHE             | materiel handling equipment                        |
| MTW             | major theater war                                  |
| NCA             | National Command Authorities                       |
| NIMA            | National Imagery and Mapping Agency                |
| NMS             | National Military Strategy                         |
| NSA             | National Security Agency                           |
| NORAD           | North American Aerospace Defense Command           |
| OPLAN           | operational plan                                   |
| OPR             | office of primary responsibility                   |
| OpsDep          | operations deputies                                |
| OPTEMPO         | operations tempo                                   |
| OSD             | Office of the Secretary of Defense                 |
| PERSTEMPO       | personnel tempo                                    |
| POC             | point of contact                                   |
| POL             | petroleum, oil, lubricants                         |
| POM             | Programmed Objective Memorandum                    |
| Prepo           | pre-position                                       |
| PSYOP           | psychological operations                           |
| QRRC            | Quarterly Readiness Report to Congress             |
| SDR             | Semiannual Deficiency Review                       |
| SIGINT          | signals intelligence                               |
| SOF             | special operations forces                          |
| SOOP            | Special Operations, Operations Plans and Policy    |
| SORTS           | Status of Resources and Training System            |
| SPECAT          | special category classification                    |
| SROC            | Senior Readiness Oversight Council                 |
| SSC             | small scale contingency                            |



|            |  |
|------------|--|
| USC        | United States Code                             |
| USCENTCOM  | United States Central Command                  |
| USCINCSOC  | Commander in Chief, Special Operations Command |
| USEUCOM    | United States European Command                 |
| USPACOM    | United States Pacific Command                  |
| USSOCOM    | United States Special Operations Command       |
| USSOUTHCOM | United States Southern Command                 |
| USSPACECOM | United States Space Command                    |
| USSTRATCOM | United States Strategic Command                |
| USTRANSCOM | United States Transportation Command           |
| VTC        | video teleconference                           |

## PART II-- DEFINITIONS

All terms listed below are extracted from references a through f. Terms associated with the JMRR, but not standardized within the DOD, are shown in Part III (JMRR Lexicon).

C-day. The day on which a deployment operation commences or is to commence.

capability. The ability to execute a specified course of action.  
(A capability may or may not be accompanied by an intention.)

combat readiness. Synonymous with operational readiness, with respect to missions or functions performed in combat.

combat ready. Synonymous with operationally ready, with respect to missions or functions performed in combat.

D-day. The day on which a particular operation commences or is to commence.

F-day. Used for deliberate planning, day on which flexible deterrent option (FDO) or FDO and force enhancement (FE) force deployment begins.

F-hour. Effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units.

I-day. Declared by the NCA, associated with an adversary decision to prepare for war (ambiguous intelligence warning).

M-day. The term used to designate the day on which full mobilization commences or is to commence.

military capability. The ability to achieve a specified wartime objective (win a war or battle, destroy a target set). It includes the following four major components:

a. force structure. Numbers, size, and composition of the units that comprise our Defense forces; e.g., divisions, ships, airwings.

b. modernization. Technical sophistication of forces, units weapon systems, and equipment.

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c. unit readiness. The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

d. sustainability. The ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military effort. SEE ALSO READINESS.

military objectives. The derived set of military actions to be taken to implement NCA guidance in support of national objectives. Defines the results to be achieved by the military and assigns tasks to commanders. SEE ALSO NATIONAL OBJECTIVES.

military requirement. An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. Also called operational requirement. SEE ALSO OBJECTIVE FORCE LEVEL.

military resources. Military and civilian personnel, facilities, equipment, and supplies under control of a DOD component.

N-day. The unnamed day an active duty unit is notified for deployment or redeployment.

national objectives. The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied. SEE ALSO MILITARY OBJECTIVES.

objective force level. The level of military forces that needs to be attained within a finite time frame and resource level to accomplish approved military objectives, missions, or tasks. SEE ALSO MILITARY REQUIREMENT.

operationally ready. 1. As applied to a unit, ship, or weapon system—Capable of performing the missions or functions for which organized or designed. Incorporates both equipment readiness and personnel readiness. 2. As applied to personnel -- Available and qualified to perform assigned missions or functions.

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operational readiness. The capability of a unit/formation, ship, weapon system or equipment to perform the missions or functions for which it is organized or designed. May be used in a general sense or to express a level or degree of readiness. SEE ALSO COMBAT READINESS.

Operational Readiness Evaluation. An evaluation of the operational capability and effectiveness of a unit or any portion thereof.

Operational Requirement. SEE MILITARY REQUIREMENT.

readiness. The ability of U.S. military forces to fight and meet the demands of the NMS. Readiness is the synthesis of two distinct but interrelated levels:

a. unit readiness: The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

b. joint readiness. The combatant commander's ability to integrate and synchronize ready combat and support forces to execute his or her assigned missions. (SEE ALSO MILITARY CAPABILITY; NATIONAL MILITARY STRATEGY).

readiness condition. SEE OPERATIONAL READINESS.

readiness planning. Operational planning required for peacetime operations. Its objective is the maintenance of high states of readiness and the deterrence of potential enemies. It includes planning activities that influence day-to-day operations and the peacetime posture of forces. As such, its focus is on general capabilities and readiness rather than the specific of a particular crisis, either actual or potential. The assignment of geographic responsibilities to combatant commanders, establishment of readiness standards and levels, development of peacetime deployment patterns, coordination of reconnaissance and surveillance assets and capabilities, and planning of joint exercises are examples of readiness planning. No formal joint planning system exists for readiness planning as exists for contingency and execution planning.

W-day. Declared by the NCA, associated with an adversary's decision to prepare for war (unambiguous strategic warning).

### PART III-- JMRR LEXICON

The following terms and definitions have been adapted for use with the JMRR and may not be standardized within the Department of Defense. The vocabulary serves as a common language and reference among the Services, CINCs, CSAs, and JS as it pertains to the JMRR.

plus 12 month. Assessment of readiness and capability of functional areas to meet expected requirements over the next 12 months. In making that assessment, any changes over the 12-month period should be noted.

capability deficiency. Identified as a lack of resources to meet established mission requirements. Deficiency concerns resources that do not exist within the DOD (e.g., total airlift required exceeds total airlift available).

Category I Deficiency. JMRR deficiency that is a critical warfighting risk driver for OPLANS and/or CONPLANS.

Category II Deficiency. Deficiencies in the JMRR DDB that contribute lesser risk to the NMS.

course of action. Term associated with the Feedback JMRR. A viable remedy to address a readiness deficiency.

current. A time reference used in assessing both unit and joint readiness. It is intended to represent the present time. Joint Staff J-3 establishes the current in the JMRR guidance message as a baseline to assess the readiness and capability of a functional area to support current requirements applicable to the command or agency.

deficiency. Term associated with the Feedback JMRR. CINC and CSA-reported reduction in readiness or lack of capability that adversely affects a CINC's or CSA's ability to execute assigned missions by causing a functional area rating of C-3 or C-4.

enabler. Term associated with the JMRR. This is a critical unit or capability essential to support joint operations.

engineers. Term associated with Service assessment of support enablers. Includes the following components for assessment purposes: military, specialized or contingency construction; real estate acquisition; contract construction; and key specialized functions.

field services. Term associated with Service assessment of support force capability or unit readiness. Field services consists of the following components for assessment purposes: water production and distribution, laundry, bath, shelter, and mortuary services.

health services. Term associated with Service assessment of support force capability of unit readiness. Health services is described as all medically related functions performed, provided, or arranged by the Services to promote, improve, conserve, or restore the mental or physical well-being of personnel. These services include patient command and control (C2), forward deployable hospitals, patient evacuation, medical supply, and force protection.

impact. Term associated with the Feedback JMRR. Specific effect of deficiency on CINC and CSA ability to execute assigned mission(s). This is usually expressed in relation to mission(s); e.g., second phase of operation will be delayed 10 days.

infrastructure. A joint readiness functional area. Infrastructure consists of permanent and temporary facilities that support sustainment, transportation, and military operations. Includes for purposes of assessment: installations, ranges, beddown for personnel and equipment, road and rail networks, airfields, seaports, petroleum, oils and lubricants (POL) and water distribution, and power generation.

Intelligence, surveillance, and reconnaissance. A joint readiness functional area. ISR is described by the following components for assessment purposes: MINT, SIGINT, ELINT, HUMINT, MASINT systems capabilities; intelligence personnel and training; interoperability of intelligence systems and personnel; mobility of intelligence systems and assets; vulnerability of intelligence systems and assets; geospatial information and services; and the collection, processing, production, and dissemination of intelligence information.

joint personnel. A joint readiness functional area. Joint personnel consists of the following components for assessment purposes: joint headquarters manning levels, joint personnel systems capability, augmentation capability, headquarters deployability, Reserve component availability, and component personnel fill.

joint war plans and training. A joint readiness functional area. Joint plans and training consists of the following components for assessment purposes: joint training and exercises, joint and joint task force (JTF)

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headquarters organization, joint doctrine, joint deliberate planning, joint force commander's assessment.

key risk element. An aggregation of JMRR-reported Cat I readiness deficiencies that is used to formulate strategic concerns. Such a grouping may also facilitate resource prioritization for deficiency resolution.

Logistics and sustainment. A joint readiness functional area. Logistics and Sustainment consists of the following components for assessment purposes: pre-positioned assets afloat and ashore, munitions, health service support, equipment that facilitates movement (e.g., MHE and CHE), equipment maintenance capability, and other classes of supply (I, II, III, IV, VII, IX).

mobility. A joint readiness functional area. Mobility as a functional area is described by the following components for assessment purposes: strategic airlift, strategic sealift, spacelift, special operations movement, intratheater mobility, and throughput.

Planner JMRR. A dry-run presentation of the JMRR, normally conducted a week prior. Serves as a coordinating mechanism . . . avoids the need for paper coordination of the JMRR product.

Readiness Deficiency. Identified as a readiness degradation because the condition of an existing DOD resource or due to the inability of an existing capability to fully perform its function (e.g. training deficiencies, broken C-141s).

security. Term associated with Service assessment of support force capability of unit readiness. Security is described by the following components: combat support and specialized military police, airfield protection, and inshore undersea warfare and port security.

solution. Term associated with the Feedback JMRR. A Service-, CINC-, or CSA-accepted and planned corrective action to remedy a deficiency.

special operations. A joint readiness functional area. Special operations is described by the following components for assessment purposes: direct action, unconventional warfare; PSYOP; civil affairs; foreign internal defense; counterterrorism; and special operations-unique intelligence, logistics, training, and equipment.

strategic concern. An aggregation of key risk elements that impact readiness to execute the NMS. The strategic concerns form the basis of the risk assessment reported to the SROC.

sustainability. Term associated with Service assessment of support force capability of unit readiness. Sustainability is described by the following components for assessment purposes: pre-positioned unit and bare base sets, spares and stocks, ammunition, bulk POL distribution, weapon system reliability and maintainability, general support theater maintenance, intermediate maintenance afloat or ashore, depot capability and backlog, and contingency contracting.

theater mobility support. Term associated with Service assessment of support force capability of unit readiness. Theater mobility support is described by the following components for assessment purposes: transition ashore, air mobility ground interface, and intratheater distribution.

workaround. Term associated with the Feedback JMRR. Temporary (near-term) measures employed to remedy or lessen the adverse impact of a deficiency.